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2014 Africa Think Tank Summit Report: Think Tanks and the Transformation of Africa: The First African Continental Think Tank Summit

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Disciplines

African Studies

Comments

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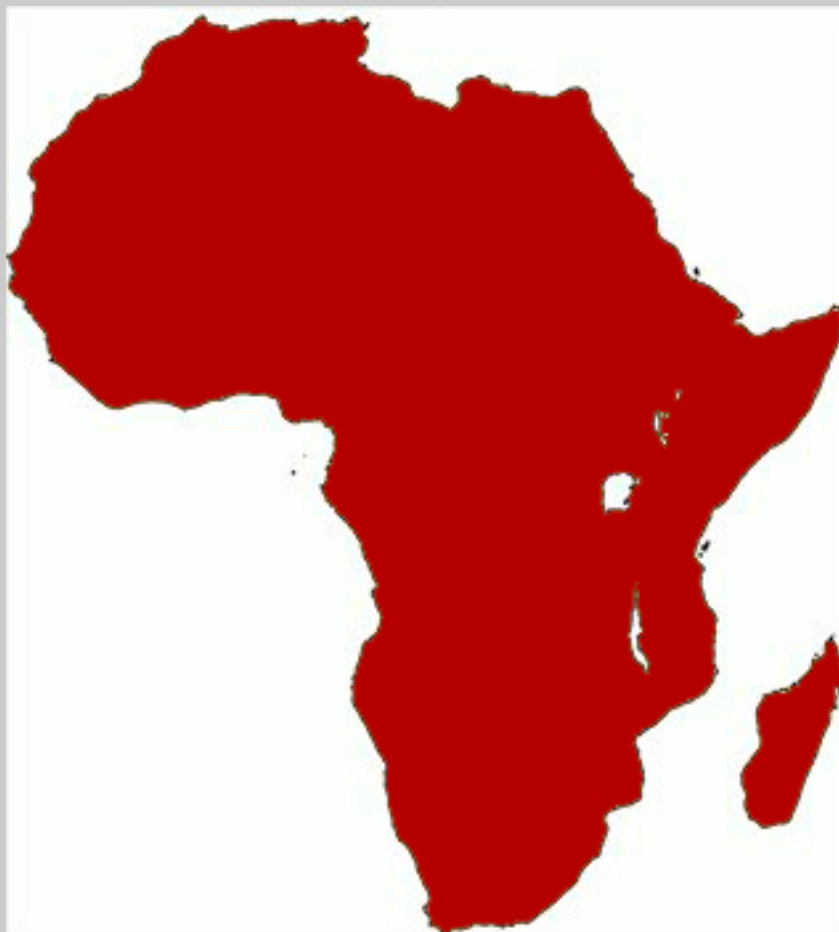
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THINK TANKS & CIVIL SOCIETIES PROGRAM

The Lauder Institute
The University of Pennsylvania



AFRICA SUMMIT

February 3-5, 2014

Think Tanks & Civil Societies Program

“Helping to bridge the gap between knowledge and policy”

Researching the trends and challenges facing think tanks, policymakers, and policy-oriented civil society groups...

Sustaining, strengthening, and building capacity for think tanks around the world...

Maintaining the largest, most comprehensive database of over 7,000 think tanks...

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2014 AFRICA THINK TANK SUMMIT REPORT

Think Tanks and the Transformation of Africa: The First African
Continental Think Tank Summit

Pretoria, South Africa

February 3-5, 2014

Introduction

Sub-Saharan Africa, home to record economic growth and a booming population, but suffering from significant challenges including underdevelopment, youth unemployment and weak public sectors, is a region primed for the expertise think tanks can offer. Unfortunately, Africa, one of the largest and most populous regions in the world, houses the smallest proportion of think tanks in relation to the rest of the world. African governments largely rely on outside advice, bypassing indigenous institutions in favor of their western counterparts. Furthermore, African think tanks tend to operate with modest financial support and a weak institutional capacity, lacking trained specialists and seasoned expertise in key policy areas. Finally, opportunities and platforms are few and far between in which African think tanks can meet in a large-group setting to openly discuss policy and institutional issues. Such meetings are pivotal to building strong relationships that can address the pressing challenges facing the continent.

It is with these challenges in mind that the First African Continental Think Tank Summit was convened in Pretoria, South Africa, from February 3rd through 5th, 2014. The Summit was exceptional in that it convened a wide array of think tanks from throughout the continent for the first time: 55 plus participants were in attendance, representing 50 different think tanks in 25 countries.

The partnerships and networks initiated, along with the concrete recommendations put forward, are proof of the Summit's groundbreaking nature and strategic timeliness. The Summit took place over two-and-a-half days: four roundtable discussions and three concurrent breakout sessions framed the wide-ranging discussions concerning institutional challenges. Major topics tackled included: the necessity of increased knowledge sharing and networking; new and comprehensive approaches to resource mobilization; strategies for greater engagement with stakeholders, be they the media, government, or the public; means to more effectively measure and increase policy impact; and the necessity of engaging with new technology.

In order to maintain free and open dialogue, the conference was governed by Chatham House Rule. This Report is written in accordance with the same Rule. Six major topics widely discussed at the Summit are detailed in the following pages: knowledge sharing and networking, resource mobilization, engagement with key stakeholders, government engagement, measuring policy impact, and capitalizing on new technology. The Report concludes with the ten most vital recommendations coming from the Summit.

Knowledge Sharing and Networking

African think tanks today are caught in the crippling pattern of working in (national or academic disciplines) silos, isolated from their regional and global counterparts. This, along with the scarcity of African publishing houses, the difficulty think tanks face in accessing information, and limitations on individual resources, makes it difficult for think tanks to conduct and disseminate research to key audiences in government or the media. It was also acknowledged that there exist minimal platforms in which think tanks can convene to discuss such issues as agenda, capacity and funding. Such meetings are key in enhancing trusting relationships and encouraging the spirit of knowledge sharing.

THE NEED FOR GREATER NETWORKING

The importance of networking among think tanks was repeatedly emphasized throughout the Summit. If competition were to give way to partnerships, think tanks could present a unified front in order to tackle major policy issues: they could better maximize their limited resources, more effectively disseminate expertise throughout the think tank community, and reach a larger audience.

It was also argued that networks between think tanks and stakeholders could provide a platform for the vital exchange of information necessary to enact change: creating bridges between academia and affected communities would allow stakeholders to utilize strategically placed persons, such as the media and elder groups, to push forward their policies. Such partnerships would also provide a conduit for those without a voice to be heard.

Still, the lack of access to technology and the Internet, major language barriers, and the trade-offs of unequal partnerships between think tanks all present significant hurdles to establishing effective networks. As face-to-face contact is not always tenable, it was suggested that networks use E-forums, webinars, Google docs, and social media to host discussions, collaborate on research papers, and share knowledge. The SAIIA knowledge sharing platform was cited as a promising development.

Establishment of a Pan African Network of Think Tanks

Participants voiced their support for the establishment of a Pan African Network of think tanks as a countermeasure to the isolationist tendencies within the community. Such a network would focus on developing knowledge sharing and capacity, mentoring of both new staff and young think tanks, and reaching out to youth. Language barriers, were cited as a major concern given the wide linguistic variety in Sub-Saharan Africa. It was suggested that this might be countered in an economic fashion by translating the most salient points of policy briefs into the relevant languages to increase the access to key policy proposals and facilitate the exchange of innovative and effective solutions. Participants discussed creating a think tank database and steering committee as well as regional or thematic hubs, given the various locations and areas of expertise found among think tanks.

Resource Mobilization

Think tanks in Africa are strained to meet their research and impact goals given their lack of resources. The field of donors is changing: individual private donors and social entrepreneurs are becoming more the norm. These donors are increasingly looking for interventions where quick and visible impact is made and are not as willing to fund an institution's core budget and long-term projects. Thus, African think tanks, already lacking in key resources and specialists, are in danger of becoming even more fragmented, conducting whatever short-term projects donors are interested in at the time.

Even the most respected think tanks in Africa are dependent on a single donor or external aid. Those assembled repeated called for think tanks to develop strategies to maintain independence from donors so as to develop and pursue the African agenda and an institutional vision. The African agenda, which think tanks are keen to pursue, may also align with their governments' interests: states should not be written-off as potential donors. Additionally, the African Union has also set aside specific funds earmarked for think tanks. Institutions must seek to understand national objectives and strategies and maintain relevancy to those so as to attract available funding.

HUMAN CAPITAL

While funding is an important facet of resource mobilization, it is also important to remember that human capital and technological infrastructure are other important assets which think tanks must not neglect. Think tanks throughout Africa are having major issues in recruiting and keeping qualified staff: funding is so sparse that it is often difficult to retain employees. Development of human capital is paramount to a think tank's success: some institutions in Africa have cited the staffing issue as a possible cause of their inability to attract donors and amass enough knowledge and expertise to conduct meaningful research. Brain drain is also a major issue: several of the Summit participants suggested that there may be ways to mitigate its effects by forming lasting partnerships with local universities and by developing a think tank talent pool system for the region that would match qualified candidates with think tanks seeking to fill key positions.

SUGGESTIONS

In the face of the many challenges that think tanks face regarding resource mobilization, participants discussed a wide range of possible solutions including more strategic marketing of projects, development of endowments, wiser spending on technology, the introduction of membership fees, and the formation of a database to track funding opportunities. The most pertinent recommendations fell under the following categories:

Cultivating a Diverse Donor Base

It was agreed that think tanks should diversify their funding sources. Proposals included reaching out to African corporations and philanthropists, using networks of think tank boards and trustees to reach out to individual donors, increasingly reaching out to social entrepreneurs, and avoiding those donors who traditionally monopolize regional think tank funding. Institutions should also consider ways to include donors in the implementation of the organization's mission and should engage them by bring them for periodic meetings where corporations, wealthy individuals and foundations to discuss policy issues and the work that think tanks are doing to address the region's most pressing policy issues.

Better Relationships with Donors and Think Tanks: Building Trust

Think tanks must facilitate stronger, more trusting and more lasting relationships with donors in order to secure the long-term core funding vital to their operations. Many suggested that there was a need to engage public and private donors on how think tanks are currently funded, i.e. short term, project specific grants, and the lack of core support. In addition, the failure of donors to seek input from the think tank community when major funding initiatives and Request for Proposals (RFP) are developed was cited as a major area of concern by a number of the participants. The general conclusion of the participants was that the performance and impact of think tanks would be enhanced if there was a stronger partnership between donors and think tanks. Many suggested developing a forum where these issues might be discussed and strategies developed to address them. Participants also suggested that think tanks can build trust with their donors by introducing more professional auditing and accounting systems and by publishing records and annual reports that would render their programs and finances more transparent.

Co-funding

The think tank community's tendency to work in silos significantly undermines effectiveness and funding opportunities. Think tank partnerships, if strategically developed, could serve to increase funding and effectiveness in selected policy areas. If carefully constructed, these partnerships could benefit small, highly specialized think tanks with narrow funding streams by partnering them with larger, more established think tanks. It was suggested that while larger think tanks may get significant project bids, they need smaller, in-country partners who will provide the connections they need. Alternatively two small think tanks with staffs and programs that complement one another would enhance and increase their outputs through a strategic partnership. It was suggested that donors should consider providing funding that would encourage such partnerships. Finally, and most importantly, it was suggested that support should be provided to facilitate the merger of institutions when and where they are needed.

Engagement with Key Stakeholders

While think tanks have been traditionally interested in engaging with the government, they must broaden their vision to engage the public, the media, universities, and other strategic groups which have a valuable role to play in improving public policy and realizing institutional goals. Participants suggested that think tanks must cement strong relationships with these stakeholders by bringing them together for meetings and partnering with them on projects. There is no specific combination of stakeholders that will render every think tank successful: each institution must consider which groups are most valuable in their mission and then develop strategies for effective engagement and communication.

PUBLIC ENGAGEMENT

Participants argued that public engagement, while indispensable, need not require complicated methods. Think tanks must especially keep themselves informed regarding concerns of the youth, as high levels of unemployment render them vulnerable.

ENGAGEMENT WITH THE MEDIA

The media is a valuable and underutilized asset to think tanks in dissemination research, spreading awareness, and generating support. In order to increase engagement, it is vital that both think tanks and the media are trained in methods of communication with one another. Resources including a database of relevant media and think tank contacts should be available to facilitate this two-way communication. Social media should also not be underestimated as a powerful tool for dissemination.

When think tanks consider engaging with the media, it is important that they weigh a number of factors to determine the impact of such a collaboration: how reliable is the media source? How timely is this story? How much does it engage human interest? What image of the think tank does it cast? Think tanks should avoid engaging with media simply to gain a spot in the public eye: only that which highlights an institution's expertise will increase its public profile.

ENGAGEMENT WITH UNIVERSITIES

In order to counter the dearth of information and knowledge available to African think tanks, it is important that institutions utilize prior research and solutions developed by local universities. Local and national problems may be best solved through indigenous solutions: such solutions can only be well crafted if they depend on rigorous analysis. Hence, partnerships between think tanks and local universities provide a culture in which indigenous solutions stem from serious academic

research. Participants cited that while universities are important sources of ideas and personnel they are often too theoretical and arcane in their approach to real world issues. Many suggested that the region develop programs that train young scholars from universities in policy analysis so they can help think tanks produce sound, yet accessible, policy studies and proposals.

Engagement with Governments

Think tanks in Sub-Saharan Africa have a particularly weak link to their governments and are often ignored in policy making. While the situation has its roots in the establishment of authoritarian governments in the postcolonial period, the problem can also be traced to policymakers' dependence on external advice: local governments do not consider the concept of African think tanks to be academic. Furthermore, there are currently no mechanisms in place within governments providing for engagement with think tanks. Many African governments are weak, poorly organized, and ineffective. Maintaining stable relationships with these governments is difficult for think tanks, as access to policymakers waxes and wanes based on who is in power. Governments do not bear all of the responsibility for lack of engagement: African think tanks are still developing, and many have not yet learned how to effectively engage with policymakers. Think tanks and governments are also misaligned in their focus, rendering much of the think tank research irrelevant to decision-makers.

IMPROVING THE RELATIONSHIP

While both think tanks and governments must adjust in order to form productive relationships, participants focused on ways in which think tanks can better engage their governments. Institutions must increase the rigor of their research and present it to policymakers in digestible lengths and forms. It must be remembered that policymakers only have about half-an-hour to read over policy advice every day. Two-page monographs of policy briefs and evidence-based briefing sessions are often effective means for dissemination.

Institutions must also find creative ways to build stable relationships with decision-makers. According to one participant, "If you want to influence decision makers, you have to find them in pubs and on golf courses." At the core, think tanks must be deeply familiar with the policy and decision-making practices of their government: they must know who makes the decisions and how and when such decisions are made.

Despite the many challenges and shortcomings in government-think tank relations, participants expressed optimism regarding future prospects. The last decade has witnessed great improvements in this relationship: it is now up to think tanks to capitalize on this momentum in the coming years.

MAINTAINING INDEPENDENCE

When it comes to government engagement, think tanks are always walking a fine line between influence and independence. While maintaining independence is always a valuable goal, it was emphasized that an independent stance is not synonymous with an overly critical one: think tanks must take care to ensure they are not isolating themselves by taking a needlessly antagonistic approach towards governments and their policies.

Effectively Measuring Policy Impact

It is widely agreed that measuring policy impact is a very inexact science in that there is never a clear cause and effect chain in policy formation. Still, participants agreed that such measurements are an inescapable necessity. They sought to solidify specific assessments measuring how African think tanks are impacting policy in hopes of moving closer to effective evidence-based influence. Furthermore, those assembled agreed that in the face of questions from donors, journalists and the public they must be able to demonstrate that the funds entrusted to them are producing results.

Participants debated the trade-offs between impacting policy in a deeper and longer-lasting way and attempting to garner immediate, but often surface-level results. Think tanks were warned against overemphasizing policy influence, checking boxes and relying on quantifiable data, in order to assess impact. It was suggested that, rather than direct policy influence, building public awareness regarding government capacity and services may have more long-term impact. There was also a repeated call for more creativity in measuring impact by using a diverse set of indicators.

Participants warned of measuring policy influence based solely on the number of publications, visits to web sites, etc. as such measures have severe limitation. Still, it was suggested that knowledge production should in itself be measured as impact because the availability of new and relevant knowledge in governmental and public contexts will inevitably shift the course of policy over time. Given this measure, most think tanks are already having a valuable impact. Others strongly disagreed, pointing out that knowledge production is the role of universities: think tanks must instead provide policy relevant research and analysis for policymakers and the public.

POSSIBLE MEASURES FOR IMPACT

Participants came up with a number of suggestions for measuring impact. Such suggestions included: measuring the effectiveness of all think tank activities, including networking, outreach and media engagement; measuring societal impact and public acceptance of think tank work; more critically analyzing the factors present in governmental decision-making; assessing how specific think tank work has catalyzed partnerships between key players; and measuring how effectively think tanks have capitalized on policy windows. Specialization was suggested as perhaps the only means towards greater impact assessment, as think tanks would have more specific goals and deliverables. It was pointed out that the criteria developed for the Global Go To Think Tank Index already includes many of the metrics suggested by the participants. It was concluded that the very difficulty in measuring impact is a sign that such a measurement is a highly individual metric, varying from think tank to think tank. Generally, it was agreed that institutions should measure their impact against the individual goals they have set for themselves. Such a tailored approach allows for a variety of definitions of impact and helps

ensure that institutions continually strive to fulfill their core mission, rather than a rigid set of global measurements that may not be relevant.

While the metrics for measuring think tank performance were debated extensively there was a consensus that think tanks must find better methods and metrics so they can make the case to donors, governments and the public for why think tanks matter.

Use of New Media and Technology

African think tanks have yet to take advantage of the major potential that new media and technology offer. Such technology could provide think tanks with valuable tools for more effective communication and dissemination of research useful in engaging key stakeholders. Social media also has the capacity of creating dialogue among diverse groups and fostering organic and innovative solutions.

As policymakers generally only have 30 minutes a day to pour over briefs, think tanks should use shorter sound bytes, monographs, or multimedia forms to communicate the most important recommendations from their research. This technology also provides think tanks a platform to reach out more effectively to potential donors.

While this technology has much to offer, it must be used strategically and appropriately in order to reach different groups: social media may reach a younger contingency, online publications another, and TV and radio a third. It was emphasized that radio as a tool for dissemination can be particularly effective, especially in less-resourced areas. As a number of think tanks simply do not have the resources to connect to this new technology, it was suggested that think tanks form partnerships, which would facilitate sharing.

Conclusion

The first African Continental Think Tank Summit provided a valuable space for a wide array of regional think tanks to discuss major institutional challenges. Participants expressed appreciation for the work of the institutions that co-sponsored and organized the Summit: the African Capacity Building Foundation (ACBF), African Leadership Center (ALC), the Friedrich Ebert Stiftung (FES), the Konrad-Adenauer Stiftung (KAS), and the Think Tanks and Civil Societies Program (TTCSP) of the University of Pennsylvania. Participants also expressed gratitude to the Institute of Security Studies (ISS) for its work in serving as country host. Attendees voiced strong support for another Summit after one year's time, and a steering committee has already been chosen to begin planning.

The major themes of the conference can be captured in six overarching topics: knowledge and information sharing, resource mobilization, engagement with key stakeholders, government engagement, measuring impact, and utilizing new technology. Particular emphasis was given to the need for greater networking and collaboration among African think tanks.

The initiatives and partnerships that stem from the Summit will be an indicator of the value added by such a groundbreaking conference. Already, a wide array of collaborations and strategies for implementation have been put in place: most notable is the plan for creating an inclusive network of African think tanks.

With the goal of translating discussion and ideas into action, eleven of the most salient recommendations stemming from the Summit are listed below. Think tanks must use these recommendations to mobilize quickly and decisively in order to strengthen the community's presence and impact within Africa.

RECOMMENDATIONS:

1. Development of strategies and programs to engage private indigenous donors to support think tanks
2. Establishment of a Pan African Think Tank Network and annual meeting of think tanks
3. Strengthening and funding the core operations of think tanks to help ensure the sustainability and independence of think tanks in Africa
4. Development of a media and public engagement training program
5. Creation of a national and regional media (print and electronic) directory/resource guide
6. Creation of a knowledge sharing platform that focuses on research, capacity building and best practices
7. Seek donor support for the creation of an Annual Best Practices and Policies Awards Program
8. Development of a think tank co-operative to promote and manage shared resources and services such as think tank staff recruitment, joint purchasing of computer hardware, web hosting, and the negotiation of in-kind contributions (software, mobile devices, etc.)

9. Increased funding for think tank collaboration to develop capacity, share and implement best practices
10. Utilization of African Union funds available to think tanks
11. Greater development of think tank partnerships with local universities for the purpose of collaboration on research and analysis



Frannie Léautier converses with Summit participants Emmanuel Akwetey and Joseph Ngwegwe between sessions



Participants at The First African Continental Think Tank Summit, February 2014



Keynote speaker Achille Mbembe at the opening reception



Roundtable discussion panel with Hussein El-Kamel, Phindile Lukhele-Olorunju and Sarah Ssewanyana



'Funmi Olonisakin and other Summit participants attend a breakout group titled "Increasing Communication and Networking Among Think Tanks In Africa"

Summit Agenda

Soft power is determined not only by economic strength, but also by the ability of states to produce knowledge and influence thinking. The number of Think Tanks in a country is indicative of this. –Dr. Jakkie Cilliers, Institute for Security Studies, African Futures monograph, 2008

Think tanks have played an effective role in Africa's development and will remain an integral component in the quest for poverty reduction and sustainable development for some time to come. These institutions have grown to offer the dialogue space required to tackle critical policy development challenges. They are also a dynamic place to nurture knowledge and learning and share lessons that enable growth, action and above all transformation. – Dr. Frannie A. Leautier, Former Executive Secretary, African Capacity Building Foundation, 2013

An ideal bridge between sites of knowledge production and the worlds of policy and practice, Africa's Think Tanks are potential incubators for leading ideas for Africa's transformation, thus providing invaluable space for a rare form of intellectual leadership and intergenerational exchanges. The challenge that African Think Tanks confront however is how to translate all of this into meaningful change for the continent. – Dr. Funmi Olonisakin, African Leadership Centre.

The potential of think tanks to support and sustain democratic governments and civil society is far from exhausted. Today policymakers and civil society throughout the developed and the developing world face the common problem of bringing expert knowledge to bear on government decision-making. The challenge is to harness the vast reservoir of knowledge, information and associational energy that exist in public policy research organizations in every region of the world for public good. – Dr. James G. McGann, Think Tanks and Civil Society Program, University of Pennsylvania, 2012.

SUMMIT PROGRAM

Monday, February 3, 2014

All Day	Arrival of Participants in Pretoria, South Africa
2.00-5.00 p.m.	Hotel Check-in and Registration
	All day
	Protea Centurion Hotel
	Cnr Gordon Hood and Hendrik Verwoerd Avenues
	Centurion, Pretoria, Gauteng, South Africa
	Tel: +27 (12) 663 8700
	http://www.proteahotels.com/hotels/Pages/protea-hotel-centurion.aspx
4:30 p.m.	Transport from Protea Hotel to Summit Venue The Irene Country
Lodge	
5:00	Reception
	The Irene Country Lodge (Summit Venue)
	Nellmapius Drive,
	Irene, Gauteng, South Africa
	Tel: +27 12 667 6464 http://www.irenecountrylodge.co.za

- 5.30 p.m. Welcoming Remarks**
Jakkie Cilliers, Ph.D. Executive Director, Institute for Security Studies, South Africa
Emmanuel Nnadozie, Ph.D. Executive Secretary, Africa Capacity Building Foundation, Zimbabwe
Shuvai Busuman, Trustee, Africa Leadership Center, Kenya
- 6:00 p.m. Summit Background and Schedule**
Paul Simon Handy, Head: Conflict Prevention and Risk Analysis Division, Institute for Security Studies, South Africa
- 6:15 p.m. Introduction of Keynote Speaker: Anton du Plessis,** Managing Director, Institute for Security Studies
Keynote Speech Achille Mbembe': Wits Institute for Social and Economic Research, South Africa
“Rising Africa: Managing the Challenges, Opportunities and Threats”
Dr. Mbembe' will provide an overview of the major economic, social and security challenges facing policymakers, think tanks and the public in Africa”
- 7.30 p.m. Dinner**
The Irene Country Lodge (Summit Venue)

Tuesday, February 4, 2014

- 8:00 a.m. Transport from Protea Hotel to Summit Venue The Irene Country Lodge**
- 8:30 a.m. Registration**
- 8:45 a.m. Global and Regional Challenges and Opportunities Facing Think Tanks**
- A Global Propective: James G. McGann,** Director, Think Tanks and Civil Societies Program, International Relations Program, University of Pennsylvania, United States
Regional Prospectives: Funmi Olonisakin, Ph.D. Founding Director, Africa Leadership Center, Kenya and **John Ahere,** Senior Program Officer. African Center for Constructive Resolution of Disputes, South Africa
- 09.45 a.m. Session I (Plenary Session and Roundtable): Enhancing African think tanks' role in informing and shaping policy.**
 While the number of think tanks in Africa has significantly grown since the 1990s, innovative, knowledge-based research oftentimes has negligible impact on actual policy formation, and think tanks have few connections to policymakers. In a time of political transition in which many policies are being reviewed and reworked, it is vital that these changes be based on well-thought-out research, meaning that it is vital that think tanks have an

impact on governments and public policy. What are the key reasons that think tank research is often ignored in policy formation process? Why do think tanks have such weak connections with decision-making bodies? What changes are needed in relationships between governments and think tanks in order to better utilize think tank research? Through what avenues can African think tanks best disseminate their research to effectively inform and shape policy (on the grassroots level, through the government, through academia, social media, etc)?

Chair: *Victor Murinde*, Director, African Development Institute (EADI), African Development Bank, Tunis

Kick-off remarks: *Richard Rutuku*, Executive Director, Institute of Policy Analysis and Research, Rwanda and *R. Andreas Kraemer*, Ecologic Institute, Germany

Summary/Concluding Remarks: *Emmanuel Akwetey*, Executive Director Institute for Democratic Governance, Ghana

11.15 a.m.

Coffee Break

11.30 a.m.

Session II: Impact: What is it and How Do We Measure It?

More than ever, think tanks are a vital part of African societies. Transitions are bringing opportunities for policy reform and greater participation in government. Journalist, policymakers and public and private donors who support think tanks in Africa, need to be assured that think tanks are generating results and having an impact on public policies and people they serve.

It is therefore an imperative that think tanks develop metrics for measuring their performance and strengthen themselves institutionally in order to function at a high capacity in these demanding times. Given the porous and complex nature of the policymaking process how do we measure the performance and impact of think tanks? What are reasonable metrics and measurable assessment tools?

This session will explore some of the best practices for conducting assessments of think tanks and the environments in which they operate.

Chair: *Deryck R. Brown*, Senior Governance and Public Sector Specialist, Poverty Reduction and Economic Management, Africa Region, World Bank

Kick-off remarks: *Daniel Kabore*, Executive Director, Centre d'Analyse des Politiques Economiques et Sociales (CAPES), Burkina Faso and *Shuvai Busuman*, Trustee, African Leadership Center, Kenya

Summary/Concluding Remarks: *Diakalia Sanogo*, Senior Program Officer, Think Tank Initiative, International Development Research Centre, Kenya

1.00 p.m.

Lunch

2.30 p.m.

Session III: Breakout Sessions (Three concurrent sessions):

Tanks

I: Strategies for Effective Resource Mobilization for African Think

Lack of funding is among one of the most common challenges facing African think tanks. Limited funding derails insightful and vital long-term research, contributes to a compromise on think tank research focuses, limits staffing and stifles think tank operations. Government limits on funding sources exacerbate the problem. Funding from international private and public donors presents its own challenges in the form of short-term project-based funding and donor agendas. What are the specific challenges regarding funding for African think tanks? What strategies can these think tanks employ to increase effective funding? What role do international donors have to play?

Chair: *Ingrid Charlotte Van Niekerk*, Co-Executive Director, Economic Policy Research Institute, South Africa

New Strategies and Best Practices for Mobilizing Resources for Think Tanks in Africa

Kickoff Remarks: *Gibson Chigumira*, Executive Director, *Zimbabwe Economic Policy Analysis and Research Unit, Zimbabwe* and *Franklin Oduro*, Deputy Director, Ghana Center for Democratic Development, Ghana

Group Discussion and Formulation of Recommendations

Rapporteur: *Erin McCabe*, Think Tanks and Civil Societies Program

II: Increasing Communication and Networking Among Think Tanks In Africa

In a 2013 TTCSP survey, respondents cited lack of communication between African think tanks as a major concern of theirs. African think tanks have a largely untapped opportunity to share resources, data, expertise and best practices with one another in order to foster and disseminate knowledge-based research. How can regional think tanks foster greater communication with one another to this end? What role can technology and greater information sharing on think tank websites play in fostering this collaboration? How can leading regional think tanks share best practices for managing think tanks, conducting policy-oriented research and for recruiting and retaining think tank executives and scholars?

Chair: *Roger Atindehou*, Manager, Operations East and Southern Africa, Africa Capacity Building Foundation

Best Practices for Networking, Collaboration and Capacity Building for Think Tanks in Africa

Kickoff Remarks: *Lufingo Mwamakamba*, Director, Food Agricultural and Natural Resources Policy Analysis Network and *Jonathan Stead*,

Director of Marketing and Communication, South African Institute for International Affairs

Group Discussion and Formulation of Recommendations:

Rapporteur: *Otilia Maunganidze*, Institute for Security Studies

III: Effective Strategies for Engaging Policymakers, Media and the Public

Although government decision-makers have proven hard to engage at times, think tanks may find productive partnerships with civil society organizations (CSOs), media outlets and other policy actors that might enhance their impact on public policy. What are the challenges and opportunities with these partnerships? How might such partnerships benefit both journalist, bloggers, CSOs and Think Tanks? How might such collaboration foster greater policy impact? What are the best practices for engaging policymakers, media and the public?

Chair: *Roger Mark De Souza*, Woodrow Wilson Center, United States

Presentation: Best Practices for Engaging Policymakers, Media and the Public

Kickoff Remarks: *Paul Simon Handy*, Research Director, Institute for Security Studies, South Africa and *Ifediora Amobi*, Director, African Heritage Institution, Nigeria

Group Discussion and Formulation of Recommendations

Rapporteur: *Sipiwe Sang qu*, Institute for Security Studies

4.00 p.m.

Coffee break

4.30 p.m.

Session IV: Roundtable: What changes in the strategy, structure and staff patterns of think tanks are required to enable them to better serve the governments and civil societies in Africa?

Think Tanks around the world are faced with both challenges and opportunities that require fundamental changes in how they operate. This session will examine how changes in funding, technology and research will fundamentally alter how think tanks operate. Key areas for discussion include impact of technology, changes in funding patterns, complex relationships with both domestic and international funders, difficulty in recruiting and retaining staff who can respond to these new threats and opportunities and changes regarding how policymakers access and use information for policymaking.

Chair: *Ambassador Hussein El-Kamel*, Egyptian Council for Foreign Affairs

Kick-off remarks: *Phindile Lukhele-Olorunju*, Interim Chief Executive Officer, African Institute of South Africa, South Africa, *Sarah Ssewanyana*, Executive Director, Economic Policy Research Centre, Uganda

5.45 p.m. **End of Day**
7.30 p.m. **Dinner and Networking - The Irene Country Lodge**

Wednesday, February 5, 2014

8:30 a.m. **Keynote Address: *Frannie Léautier PhD: Think Tanks in Africa***
Catalysts for

Ideas and Action

Dr Léautier will examine the important role think tanks play in shaping public policy and strengthening civil society in Africa.

Dr Léautier is the former Executive Secretary of the African Capacity Building Foundation (ACBF). She is currently a Partner at Mkoba Private Equity in Paris. Dr. Léautier has a rich a career in the private sector and in international development. She served as Vice President of the World Bank and Head of the World Bank Institute from December 2001 to March 2007. She also served as Chief of Staff to the former President of the World Bank from 2000-2001. From 2007 – 2009, she founded and took over as Managing Partner at The Fezembat Group, a company focused on risk management and leadership development.

9:30 a.m. **Wrap Up and Breakout Session Reports**
This session will feature a wrap-up of the discussions from Sessions 1-3 by three or four participants (from selected countries and think tanks)(about 10 minutes each) that will cover points on which participants' views converged or diverged.
Participants are encouraged to discuss matters to be incorporated into a set of recommendations for donors, policymakers and the think tank community in the Africa region and beyond.

10.30 a.m. **Concluding Session: Recommendations and Next Steps**
The objective of this roundtable session is to develop a concrete set of recommendations and a plan of action flowing from the Summit. Specifically, participants will be asked to develop a set of recommendations that will strengthen the capacity of think tanks to provide actionable, knowledge-based research which has a clear impact on policymaking. These recommendations might come in the form of public and private funding initiatives to support innovative, evidence-based, policy research, joint ventures between think tanks that would focus on the difficult policy choices that Africa countries will face in the next decade, ways to effectively utilize the internet and social media, and strategies to more deeply affect policy formation.

11.30 a.m.**Closing Remarks****Jakkie Cilliers**, Institute for Security Studies**Emmanuel Nnadozie, Ph.D.** Executive Secretary, Africa Capacity

Building Foundation, Zimbabwe

Funmi Olonisakin, Ph.D. Founding Director, Africa Leadership Center,
Kenya**James McGann**, Director, Think Tanks & Civil Societies Program,
University of Pennsylvania**12.00 p.m.****Lunch****Departure**

Summit Participants

Ahere, John, Senior Programme Officer, African Centre for the Constructive Resolution of Disputes (ACCORD) (South Africa)

Ahiadeke, Clement, Immediate Past Director, Institute of Statistical, Social and Economic Research (ISSER), University of Ghana (Ghana)

Akwetey, Emmanuel, Executive Director, Institute For Democratic Governance (Ghana)

Amobi, Ifediora, Executive Director, African Heritage Institution (Nigeria)

Atindehou, Roger, Senior Program Officer, African Capacity Building Foundation (ACBF) (Zimbabwe)

Brown, Deryck, Senior Governance/Capacity Development Specialist, The World Bank (United States)

Chigumira, Gibson, Executive Director, Zimbabwe Economic Policy Analysis and Research Unit (ZEPARU) (Zimbabwe)

Cilliers, Jakkie, Executive Director, Institute for Security Studies (ISS) (South Africa)

Cronje, Hendrik, Executive Director, Afrika Leadership Development Institute (ALDI) (South Africa)

Cudjoe, Franklin, Founder and CEO, IMANI Center for Policy and Education (Ghana)

Da Costa, Peter, Senior Advisor, Hewlett Foundation (Kenya)

De Souza, Roger-Mark, Director of Population, Environmental Security and Resilience, Woodrow Wilson Center (United States)

Diakalia, Sanogo, Senior Program Officer, International Development Research Center (IDRC) (Kenya)

Dix, Holgar, Resident Representative, Konrad-Adenauer-Stiftung (KAS) (South Africa)

Du Plessis, Anton, Managing Director, Institute for Security Studies (ISS) (South Africa)

Elkamel, Hussein, Ambassador, The Egyptian Council For Foreign Affairs (ECFA) (Egypt)

Handy, Paul-Simon, Head of Conflict Prevention & Risk Analysis Division, Institute for Strategic Studies (ISS) (South Africa)

Kabaso, Pamela, Executive Director, Zambia Institute for Policy Analysis and Research (ZIPAR) (Zambia)

Kabore, Daniel, Executive Director, Centre d'Analyse des Politiques Economiques et Sociales (CAPES) (Burkina Faso)

Kraemer, R. Andreas, Director, Ecologic Institute (Germany)

Léautier, Frannie, Partner and CEO, Mkoba Private Equity (Tanzania)

Lukhele-Oloruju, Phindile, Interim CEO, Africa Institute of South Africa (South Africa)

Louw-Vaudran, Liesl, Independent Journalist (South Africa)

Malungisa, Davie, Executive Director, IDAZIM (South Africa)

Mbembhe, Achille, Wits Institute for Social and Economic Research, University of Witwatersrand (South Africa)

McGann, James, Director, Think Tanks and Civil Society Program (TTCSP), University of Pennsylvania (United States)

Msibi, Nancy, Project Manager, Konrad-Adenaur-Stiftung (KAS) (South Africa)

Murinde, Victor, Director, African Development Bank (Tunisia)

Muzondo, Shingi, Africa Portal Coordinator, South African Institute of International Affairs (SAIIA) (South Africa)

Mwamakamba, Lufingo, Protocol and Partnerships Manager, Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN) (South Africa)

Ngwegwe, Joseph, Director of Program Support, Policy Research for Development (REPOA) (Tanzania)

Niang, Aminata, Researcher, Initiative Prospective Agricole et Rurale (IPAR) (Senegal)

Nyoni, Shuvai, Gender Justice Programme Manager, Gender Links (South Africa)

Oduro, Franklin, Head of Research and Programs/Deputy Director, Ghana Center for Democratic Development (CDD) (Ghana)

Olonisakin, 'Funmi, Director, African Leadership Centre (ALC) (Kenya)

Platzdasch, Susan

Reinecke, Romi, Program Manager, Friedrich-Ebert-Stiftung (FES) (South Africa)

Rutuku, Richard, Acting Executive Director, Institute of Policy Analysis and Research (IPAR) (Rwanda)

Sanogo, Diakalia, Senior Program Officer, International Development Research Center (IDRC) (Kenya)

Ssewanyana, Sarah, Executive Director, Economic Policy Research Centre (EPRC) (Uganda)

Stead, Jonathan, Director of Marketing & Communication, South African Institute of International Affairs (SAIIA) (South Africa)

Tenbusch, Renate, Resident Director, Friedrich-Ebert-Stiftung (FES) (South Africa)

Van Niekerk, Ingrid, Executive Director and Board of Directors Chair, Economic Policy Research Institute (EPRI) (South Africa)

Wangwe, Samuel, Executive Director, Policy Research for Development (REPOA) (Tanzania)

Zuo, Dehpue, Acting Project Director, Liberia Macroeconomic Policy Analysis Capacity Building Project (LIMPAC) (Liberia)

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About TTCSP

THINK TANKS AND CIVIL SOCIETIES PROGRAM

The Think Tanks and Civil Societies Program (TTCSP) of the Lauder Institute at the University of Pennsylvania conducts research on the role policy institutes play in governments and civil societies around the world. Often referred to as the “think tanks’ think tank,” TTCSP examines the evolving role and character of public policy research organizations. Over the last 25 years, the TTCSP has developed and led a series of global initiatives that have helped bridge the gap between knowledge and policy in critical policy areas such as international peace and security, globalization and governance, international economics, environmental issues, information and society, poverty alleviation, and healthcare and global health. These international collaborative efforts are designed to establish regional and international networks of policy institutes and communities that improve policy making while strengthening democratic institutions and civil societies around the world.

The TTCSP works with leading scholars and practitioners from think tanks and universities in a variety of collaborative efforts and programs, and produces the annual Global Go To Think Tank Index that ranks the world’s leading think tanks in a variety of categories. This is achieved with the help of a panel of over 1,900 peer institutions and experts from the print and electronic media, academia, public and private donor institutions, and governments around the world. We have strong relationships with leading think tanks around the world, and our annual Think Tank Index is used by academics, journalists, donors and the public to locate and connect with the leading centers of public policy research around the world. Our goal is to increase the profile and performance of think tanks and raise the public awareness of the important role think tanks play in governments and civil societies around the globe.

Since its inception in 1989, the TTCSP has focused on collecting data and conducting research on think tank trends and the role think tanks play as civil society actors in the policymaking process. In 2007, the TTCSP developed and launched the global index of think tanks, which is designed to identify and recognize centers of excellence in all the major areas of public policy research and in every region of the world. To date TTCSP has provided technical assistance and capacity building programs in 81 countries. We are now working to create regional and global networks of think tanks in an effort to facilitate collaboration and the production of a modest yet achievable set of global public goods. Our goal is to create lasting institutional and state-level partnerships by engaging and mobilizing think tanks that have demonstrated their ability to produce high quality policy research and shape popular and elite opinion and actions for public good.

THE LAUDER INSTITUTE OF MANAGEMENT AND INTERNATIONAL STUDIES

The Lauder Institute of Management and International Studies offers an MA in international studies, and conducts fundamental and policy-oriented research on current economic, political, and business issues. It organizes an annual conference that brings academics, practitioners and policy

makers together to examine global challenges such as financial risks, sustainability, inequality, and the future of the state.

THE UNIVERSITY OF PENNSYLVANIA

The University of Pennsylvania (Penn) is an Ivy League school with highly selective admissions and a history of innovation in interdisciplinary education and scholarship. A world-class research institution, Penn boasts a picturesque campus in the middle of a dynamic city. Founded by Benjamin Franklin in 1740 and recognized as America's first university, Penn remains today a world-renowned center for the creation and dissemination of knowledge. It serves as a model for research colleges and universities throughout the world.